

OFFICE OF THE COUNTY ADMINISTRATOR

I. DEPARTMENT MISSION, MANDATE OR GOALS

The Office of the County Administrator supports the County Board of Supervisors by maintaining County fiscal integrity, organizational effectiveness, and coordinated public service.

The CAO manages the implementation of the Board of Supervisors' policy decisions by coordinating departments, monitoring resources, documenting performance, and providing public information important to County residents.

The divisions of the CAO provide services to all departments of the County in the areas of:

- Proactive and responsive leadership,
- Fiscal and budget management to maintain fiscal integrity,
- Managing risk and implementing policy that reduces loss due to claims,
- Promoting effective working relationships between County employees, management, employee organizations and the public,
- Documenting all County Board of Supervisors actions,
- Problem solving and coordinating solutions to complex or conflicting community interests according to the Board's priorities, and
- Reporting County performance, outcomes and goal achievement.

II. MAJOR PROGRAM DESCRIPTIONS

Within the County Administrator's Office performance report, the Administrative Services section refers to support services to the Board of Supervisors such as agenda preparation, information retrieval and reporting, legislative analysis, multi-agency project management, website management, and performance reporting. Other divisions of the County Administrator's Office include Fiscal Operations and Budget, Affirmative Action, Capital Facilities and Debt Management, CCTV/Public Outreach, Clerk of the Board, Office of Revenue Collections, Risk Management, and the Training Institute.

A. ADMINISTRATIVE SERVICES

1. Oversee the implementation of Board directives.
2. Provide staff support for the Board of Supervisors and Board committees.
3. Manage existing capital resources and develop new resources.

4. Develop, implement, and monitor compliance with administrative policies.
5. Work with the County's legislative delegation to promote legislative action supportive of the County; analyze the impact of new and pending legislation for Board consideration; and provide legislative updates to County departments.
6. Facilitate intergovernmental cooperation through participation in joint planning ventures, such as consortiums, forums, and associations.
7. Provide leadership in managing the County's response to natural and man-made disasters.
 - a. Direct and coordinate the efforts of the County's emergency organization and resolve questions of authority and responsibility that may arise.
 - b. Chair the Emergency Services Policy Board, comprising appropriate County staff, and representatives from the California Highway Patrol, County Superintendent of Schools and Public Managers Association, in quarterly meetings for the purpose of emergency preparedness planning and coordination.
8. Manage, coordinate, prepare, and distribute the weekly Board of Supervisors agenda:
 - a. evaluating each item for its soundness and appropriate classification on the agenda,
 - b. ordering the items by type and time required,
 - c. coordinating individual presenters on presentation and discussion items,
 - d. maintaining agenda subscription lists, and
 - e. noticing and distributing the public meeting agendas in accordance with the law.
9. Increase the capacity and quality of County programs by:
 - a. Convening decision-makers to collaborate for the good of the County, such as the Policy Forum for Children and Families.
 - b. Providing low-income parents with more access to after school care for their children;
 - c. Identifying sustainable funding sources to support ongoing access to quality after school program;
 - d. Coordinating and overseeing the Zero Tolerance for Domestic Violence initiative to increase the capacity of agencies to work

together effectively, document results, and intervene earlier to break the cycle of violence.

10. Assist departments facing major transitions and changes.
11. Document County performance and support performance improvement as requested by the Board of Supervisors.

B. FISCAL OPERATIONS AND BUDGET

1. Provide support and guidance to County departments through budget oversight.
2. Prepare the County's budget by administering and accounting for expenditures and revenues in accordance with the State Budget Act, which includes the following tasks:
 - a. Monitor the budget continuously, and report status to the Board of Supervisors quarterly,
 - b. Provide technical assistance, and
 - c. Operate and update the budget system.

C. AFFIRMATIVE ACTION

1. Promote a County government workforce that is representative of the County's diverse labor force.
2. Increase the access of local small businesses to contracts awarded by the County for purchasing, professional/personal services, and construction contracts.
3. Administer the County's Outreach, Small Business Enterprise, and Federal Disadvantaged Business Enterprise programs.

D. CAPITAL FACILITIES AND DEBT MANAGEMENT

1. Manage all aspects of the County's debt obligations, including debt issuance, investment of bond proceeds, and relations with credit rating agencies.
2. Oversee the County's capital improvement program and assist departments on capital improvement projects from design through completed construction.

E. CCTV/CABLE TV PUBLIC INFORMATION OFFICER

1. Negotiate, enforce, and revise the County's Cable TV Ordinances, and facilitate resolution of citizens' cable television complaints.

2. Produce and televise quality programming on issues of Countywide interest.
3. Maintain and update equipment for planned use of CCTV in the event of a local emergency.
4. Act as a resource to departments and other agencies for multimedia projects, video and teleconferencing needs.
5. Plan, organize, and coordinate County public information activities and respond to requests for County information received by letter, telephone, fax, and the County website.

F. CLERK OF THE BOARD

1. Document Board of Supervisors actions by:
 - a. Preparing and distributing weekly Board of Supervisors meeting agendas.
 - b. Maintaining files and an index of all Board of Supervisors actions.
 - c. Transcribing designated sections of Board meeting proceedings.
 - d. Maintaining the calendars for the Board of Supervisors and subcommittee hearings.
2. Prepare hearing notices for all public hearings in accordance with the Brown Act and the Better Government Ordinance.
 - a. Receive and process assessment appeal applications, prepare hearing notices, prepare meeting summaries, and record minute orders of Appeals Board meetings.
 - b. Assist County department staff with the development of agenda materials and serve as a resource for procedures and protocols related to the agenda and public hearing processes.
3. Research and provide certified copies of documents to the public, County staff, and other governmental agencies.
 - a. Track 82 Maddy Book Committees, including resignations and appointments of committee members.
 - b. Maintain Conflict of Interest Statements for certain government officials.
4. Ensure access to public processes by providing accommodations to individuals with disabilities when requested, when attending Advisory Council, Committees, and Board meetings.

G. OFFICE OF REVENUE COLLECTION

1. Provide centralized collection services on delinquent accounts on behalf of County departments, fire districts, County Housing Authority, and cities.
2. Process parking citations issued by city police departments, County Sheriff's Office, California Highway Patrol, Contra Costa Community College District, and other law enforcement agencies throughout the County.
3. Perform the centralized billing function for programs and services provided by various County departments.

H. RISK MANAGEMENT

1. Administration Unit
 - a. Review and purchase commercial excess insurance on behalf of the County through the CSAC Excess Insurance Authority (EIA), which is an insurance pool made up of other California counties.
 - b. Coordinate activities of the liability, loss control, and workers' compensation units to reduce the financial impact of claims on the County.
 - c. Consult with departments on risk transfers and verification of insurance for outside vendors doing business with our County.
2. Liability Unit
 - a. Assist County Counsel and outside attorneys in trial preparation, damage evaluations, arbitrations, and mediations on the Superior and Federal Court levels.
 - b. Process claims and litigation seeking monetary damages based on the allegation of negligent acts by our employees. The liability unit responds to employment-related cases such as sexual harassment or protected-class discrimination, which can include alleged violations of civil rights.
 - c. Manage medical malpractice cases on behalf of County healthcare personnel, and supervises cases involving flooding and landslides relating to allegations of inverse condemnation, as well as automobile and other general liability cases.

3. Loss Control Unit
 - a. Protect worker safety, reduce occurrence of worker accidents and injuries, promote OSHA and EPA compliance, and recognize and react to claims-related injury trends.
 - b. Consult with County departments to reduce repetitive motion injuries. Conduct ergonomic evaluations to reduce neck, back, joint, and muscle strains.
 - c. Serve as central resource to departments on loss control programs, methods, advice, and information.
4. Workers' Compensation Unit
 - a. Manage claims for injured County employees in compliance with the rules established by the State of California to determine if the injuries were sustained within the course and scope of the employees' work. This "no-fault" system makes available disability benefits determined by the State Legislature as well as local benefit supplements. Determines the scope of treatment and other benefits using medical evidence.

I. THE TRAINING INSTITUTE (CCTI)

1. Provide high quality training programs to develop and maintain essential workplace knowledge and skills for employees of the County, cities, and other public agencies.
2. Provide consulting services and interventions to client organizations, divisions, and work teams to address job performance improvement, continuous quality improvement, work-group conflict and teamwork, leadership development, strategic planning, training needs assessment, training plan development, and facilitation services that address emerging issues.
3. Provide a Web-based training site for CCTI programs so County employees can complete training at their work site computers with cost savings for departments.
4. Provide a Web-based training consulting service so departments can develop their own in-house Web-based training programs to address department-specific training topics.

J. DEPARTMENT DATA

BUDGET: \$8,898,000

FTE: 94

CAO STAFF PROFILE BY FUNCTION AND LEVEL INCLUDING DIVISIONS (Based on December 2001 workforce statistics; as of April 2002)	
Officials and Administrators	10
Professional	35
Technician	5
Para-Professional	10
Admin/Support	34
Skilled Craftsperson	
TOTAL:	94

CAO STAFF PROFILE BY ETHNIC MAKEUP				
	MALE	FEMALE	TOTAL	PERCENT
CAUCASIAN	12	42	54	57.5%
HISPANIC/LATINO	4	7	11	11.7%
AFRICAN/AMERICAN	4	6	10	10.6%
PACIFIC IS/ASIAN	3	14	17	18.1%
NATIVE AMERICAN	2	0	2	2.1%
TOTAL	25	69	94	100%

*Divisions include: CAO Administration, Fiscal Operations and Budget, Affirmative Action, Capital Facilities and Debt Management, Clerk of the Board, Office of Revenue Collection, Risk Management, and The Training Institute.

III. DEPARTMENT ACCOMPLISHMENTS

A. ADMINISTRATIVE SERVICES

1. Increased organizational efficiency, effectiveness, and excellence through the following actions:
 - a. Completed comprehensive analysis to improve the efficiency of the Workers' Compensation Program.
 - b. Developed strategy and fiscal plan to upgrade Public Safety Radio System.
 - c. Conducted a full-scale simulated disaster response exercise, testing the County's response capacity and identifying areas for improvement and further training.
 - d. Developed the County's first Federal Legislative Platform, which included requests for funding County projects as well as policy positions.

- e. Successfully sponsored SB 2100 (Torlakson), a bill that provided necessary authorization for implementation of the County's agreement with its labor organizations' employee retirement benefits.
- f. Successfully sponsored AB 1882 (Canciamilla), which provided parity for counties on CEQA exemptions available to cities for specified urban infill projects.
- g. Successfully sponsored SB 1495 (Torlakson), which amended criteria for eligibility for the jobs/housing balance program to account for Smart Growth planning policies and local annexations, thus allowing Contra Costa County to equitably compete for program incentive funding.
- h. Assembled and facilitated the work of a committee of County department representatives to review and update standard County contract forms, and developed and published, with County Counsel, a *Guide to Contracts Administration*, which was distributed to all County departments.
- i. Conducted, in close association with County Counsel, a training session for County staff in contract policies and administration, and published an Intranet website for staff's convenient access to current standard County contract forms and the *Guide*.
- j. Managed, coordinated, prepared, and distributed the weekly Board of Supervisors agenda for more than 40 regular and special meetings; evaluated from an organizational, budgetary, and policy perspective an average of 100 items and reports per week on behalf of the Board of Supervisors; accurately summarized Board weekly actions through the Clerk of the Board's Office; and effectively coordinated follow-up action on Board directives.
- k. Updated policies and procedures regarding the process of appointment to Board advisory bodies.
- l. Coordinated a task force to ensure compliance with the federally mandated Health Insurance and Portability Accountability Act (HIPAA).
- m. Negotiated plan with the cities of Lafayette and Walnut Creek to sell aging Veterans buildings and construct new Veterans' Memorial Building.
- n. Managed the consolidation of three East Contra Costa County fire districts.

- o. Recruited and hired Fire Chief for the new East Contra Costa Fire District.
 - p. Developed and published the *Advisory Body Handbook* to provide policy and procedural guidance to individuals who staff or chair an advisory body to the Board of Supervisors and, in close association with County Counsel, conducted a training session attended by approximately 80 staff and commissioners.
 - q. Developed and published an Internet website to provide convenient access to the public and to staff regarding Board advisory bodies, rosters, vacancies, and the application process.
 - r. Provided liaison activities between County and various municipal advisory councils (MACs).
 - s. Through collaborative meetings with multiple County departments and cities, secured resolution of 56 multi-jurisdictional code compliance cases involving the coordination of at least two different agencies in each case.
2. Participated in regional collaborations to improve interagency cooperation:
- a. California State Association of Counties (CSAC),
 - b. Urban Counties Caucus,
 - c. County Administrators' Association of California,
 - d. City County Relations Committee,
 - e. Public Managers' Association,
 - f. West County Animal Shelter,
 - g. Central Richmond Revitalization Initiative,
 - h. City of Martinez Parking Committee,
 - i. Lafayette Library Conversion Project,
 - j. CBO Capacity Building Task Force with California State University, Hayward,
 - k. Participated in the two workgroups convened by the Bay Area Partnership to develop the Bay Area Region Indicators Report, a comprehensive, data-based analysis of health, well-being, and economic strength of the Nine Bay Area Counties,

- l. Assisted in labor relations negotiations for new IHSS benefits to employees, and,
 - m. Presented and participated in the Foundation Consortium to promote results-based accountability in government.
- 3. Generated new revenue for the County After School Provider system by partnering with four local school districts.
 - a. Awarded \$1.02 million annually in three-year, renewable after school grants from the California Department of Education. Coordinated and established evaluation tools for five programs under County funding.
 - b. Attained the goal of increasing daily attendance for After School programs by 10% (174 students) with services provided by Mt. Diablo Unified School District, Pittsburg Preschool, and the Richmond YMCA.
 - c. Initiated a health component increase in after school programming; this CHEARS collaborative is made up of four community-based organizations (Planned Parenthood, Family Stress Center, Center for Human Development, and Invest in Kids). The partnership was formed with the award for County After School funding. Equally shared resources greatly strengthened and expanded the services provided to young people by combining expertise, curriculum, and cross training.
- 4. Developed policies or supported others who develop and approve policy:
 - a. Developed the County's annual State Legislative Program focusing on fiscal issues and public policy particular to County interests.
 - b. Facilitated collaboration among departments in drafting a County environmental health policy.
 - c. Implemented a cooperative library effort with cities in expanding hours through cost plans.
 - d. Facilitated the development of a standardized Project Labor Agreement for construction projects over \$1 million with the Contra Costa Building and Construction Trades Council.
 - e. Negotiated annexation and redevelopment agreements with cities.
 - f. Coordinated the "Zero Tolerance for Domestic Violence" initiative, a multi-agency investment in a continuum of services and interventions that has demonstrated positive outcomes in

the effort to improve the safety and well-being of domestic and family violence victims.

- g. Supported adoption of a Domestic Violence in the Workplace Policy, to address the risk of workplace violence and disruption due to domestic violence, as well as to heighten awareness of domestic violence (December 2002).
 - h. Responded to seventeen separate requests for information from the Civil Grand Jury.
5. Provided County performance accountability and innovation services:
- a. Completed the fifth Countywide Performance Report with increased use of graphics, County comparisons, and time comparisons of performance indicators; the Performance Report 2002 was a 498-page reference book and Website resource for all County departments and the public.
 - b. Provided consultant problem-solving services at a cost savings to the County. For 2002-03, services provided at market rate would have cost over \$400,000 more, saving department and CAO resources by using internal services while maintaining high quality and continuity.
 - c. Provided technical assistance for five County-funded after-school programs. Set up the entire evaluation database for each program, defined outcomes and indicators with each staff. Supported data access from school sources to establish student benefits beyond tracking activity hours. Supported the After School Coordinators and the CAO project manager with program evaluation and planning.
 - d. Responded to requests from Leadership Academy alumni for consulting support such as problem assessment and strategizing. Coached more than 20 alumni during 2002-03.
 - e. Developed reports to support policy development such as the Contracting Program, MBE/WBE Outreach, the Naval Weapons Station, County training, and the County Grand Jury.
 - f. Provided surveys and feedback to assess program value to departments; for example, surveys addressed the Performance Report and the Leadership Academy. All departments in the County participated at least once.
 - g. Facilitated completion of the Alhambra Valley Watershed Plan and the startup of the Kirker Creek Watershed Planning Group in service to the Contra Costa Regional Conservation District

(partially funded by Public Works with the Clean Water Program and Flood Control funding).

- h. Provided group facilitation to increase decision quality and decrease process time for boards and task forces, including: the Community Services Department, the Department of Information Technology, the After School Program, the Task Force to update the Contracting and Outreach Program, the CAER Board (Community Awareness and Emergency Response), and the Capital Projects Facility Placement (NIMBY) Task Force.
- i. Supported department transition (productivity funds) and process improvement for the Library, Clerk of the Board, Policy and Innovation Institute, Workforce Development Board staff, Human Resources, Public Works (airport division), and the County After School Program.
- j. Provided technical assistance and support to the Children's Mental Health System of Care and Welcome Home Baby programs in identifying, acquiring, and utilizing program performance software to track interventions and program results.

B. FISCAL OPERATIONS AND BUDGET: ACCOMPLISHMENTS

- 1. Managed all aspects of the County budget, including planning, development, monitoring, and revenue forecasting.
- 2. Operated the Grant Revenue Improvement Program (GRIP) at a cost of \$500,000 over the last five years. GRIP has generated \$5.7 million in grant revenue, a return of \$11 for every County \$1 spent.
- 3. Funded 60 projects since 1986 using the Productivity Investment Fund (PIF), an annual revolving resource payback fund of \$250,000. Transition support was provided for six departments during 2002 to assist departments with restructuring, downsizing and succession planning.
- 4. Reformatted the Recommended Budget to incorporate workload indicators and enhance reliability.

C. AFFIRMATIVE ACTION: ACCOMPLISHMENTS

- 1. Managed County's Outreach and SBE Program.
- 2. Managed County's Affirmative Action Program.

3. Assisted in the development and implementation of the Job Order Contracting (JOC) Pilot Program in the General Services Department for construction contracts.

**D. CAPITAL FACILITIES AND DEBT MANAGEMENT:
ACCOMPLISHMENTS**

1. County's Debt Management:
 - a. Maintained strong credit ratings on County lease revenue bonds from Standard and Poor's (AA- rating) and Moody's Investor Services, Inc. (A1 rating), and a continued favorable reputation on Wall Street, enabling the County to obtain low interest costs on its long-term debt obligations.
 - b. Sold 12-month tax and revenue anticipation notes (TRANS) at favorable rates relative to other California counties, reflecting investor confidence in the County's financial management.
 - c. Issued Pension Obligation Bonds to refund the County's Unfunded Actuarial Accrued Liability for retirement costs, which will generate the County an estimated \$20 million in one-time retirement cost savings in FY 03-04 and \$112.8 million in gross savings over the next 20 years.
 - d. Sold two series of lease revenue bonds under the Contra Costa Public Financing Authority at historically low interest rates, increasing the affordability of several County capital projects and achieving net present value savings of over \$1,150,000 through refinancing of previously issued debt.
 - e. Executed a private financing agreement for needed capital improvements to leased facilities housing equipment for the County's emergency communications system and two County health clinics.
2. Capital Improvement Projects:
 - a. Completed construction of the new Martinez Health Center medical building on the Contra Costa Regional Medical Center campus.
 - b. Funded, designed and began construction of expansions to County health clinics in Antioch and Concord.
 - c. Completed the design of the new Discovery House substance abuse treatment facility in Pacheco.
 - d. Secured funding for major renovation projects at 1305 MacDonald Ave, Richmond, and 1650 Cavallo Dr., Antioch, for the Employment and Human Services Department.

- e. Initiated construction on the George Miller III Head Start Center in Richmond for the Community Services Department.
- f. Completed construction of the Family Law Center in Martinez and continued construction of the Juvenile Hall expansion, also in Martinez.
- g. Initiated construction on new animal shelters in Martinez and Pinole.
- h. Began design for a new Public Safety Command Center in Martinez for the Office of the Sheriff.
- i. Designed a replacement for the aging central control system for the Martinez Detention Facility.
- j. Began design of a new office building for the Clerk-Recorder and Elections in Martinez.
- k. Completed a survey of major County facilities for ADA compliance.
- l. Selected a consultant to assist the County in the development of a strategic energy management plan for County facilities.

**E. CABLE ADMINISTRATION/CCTV/PUBLIC INFORMATION:
ACCOMPLISHMENTS**

- 1. Cable TV Franchise Administration
 - a. Responded to 129 complaint forms, with 262 separate cable and Internet complaint issues noted.
 - b. Finalized a Limited Cable Franchise Agreement with Seren in April 2002 providing significant Public Education and Government Access benefits and some Institutional Network sites for the County. CCTV began airing on Seren's system in May 2002 in Concord and Walnut Creek.
 - c. Assisted Departments in getting free basic cable drops to their facilities as agreed upon in the cable television franchise.
 - d. Continued to represent the County and other cities as part of the three-person team that is currently conducting negotiations with AT&T/Comcast.
 - e. Continued to work with the Educational Consortium to further the goal of an educational television channel. The group includes representatives from the Contra Costa College District, Cal State Hayward, JFK University, St. Mary's College, Mt. Diablo and Martinez Adult Education and the Office of Education.

2. Contra Costa Television

a. Programming Improvements:

- 1) Produced a Spanish version of a program previously produced by CCTV for the Courts on Family Law.
- 2) Produced a video on unification of fire services in East County as part of an effort to educate the public about the process. The video was aired several times on CCTV and in East County.
- 3) Aired the "Brown Act and Better Government Ordinance" training regularly on CCTV for viewing by all County Board Commissions and staff.
- 4) Set up a webcast of a workshop intended for audiences at the Richmond Health Center and Pittsburg Health Center.
- 5) Produced and distributed three more editions of *County Clips*, a newsletter for all County employees.

b. Technological Advances

- 1) Resolved problem of vandalism at microwave sites by moving CCTV to fiber optics transmission over AT&T/Comcast with only one remaining microwave connection, at no cost to the County. This has significantly improved the picture and signal quality of the channel and has helped us to minimize outages related to weather.
- 2) Began streaming audio of the Board of Supervisors' meetings over the Intranet. As a result, staff can listen to meetings on their desktop computers.
- 3) Began development and construction of a revised CCTV website and Intranet site.

c. Recognition

- 1) Received Honorable Mentions in the 2002 CSAC Challenge Awards.
- 2) Received 15 awards for cable programming, including five national Telly Awards, one National Association of Telecommunications Officers and Advisors (NATOA) Award, two NATOA Honorable Mentions, four Western Access Video Excellence (WAVE) awards, and three SCAN (Southern/Northern California and Nevada) NATOA STAR awards.
- 3) Received awards for partnerships on projects with Public Works, Health Services Department (Mental Health Division), and the Department of Information Technology.
- 4) Received contributions from the 2001 United Way Campaign and were part of the list of possible recipients for the 2002 United Way Campaign.

d. Public Service

- 1) Continued involvement in the improvements to the Community Warning System in relation to the airing of emergency messages in several languages on CCTV.
- 2) Produced a PSA with the County Sheriff's office warning merchants not to sell tobacco to underage teens. This PSA was aired on CNN, CNN Headline News, Fox News, ESPN, the History Channel, and Home and Garden TV.
- 3) Developed a new digital imaging service for County departments, available at rates less than those of private vendors, and provided these services for the Sheriff and Department of Information Technology.

e. Marketing

- 1) Promoted CCTV at 18 bus shelters located at busy intersections throughout the County, for two one-month periods before elections at no cost to the County through an agreement with the Public Works Department.
- 2) Assisted departments in the promotion of their services by placing announcements on CountyNet, CCTV's interactive bulletin board, which receives 200-300 calls per month.
- 3) Participated in County health fairs, the Oakley Science Fair, and the Information Technology Conference.
- 4) Coordinated the design and construction of the County's exhibit at the California State Fair that received a Silver Award.

F. CLERK OF THE BOARD: ACCOMPLISHMENTS

1. Modernized records research and retrieval by creating a master index of Board resolutions to complement the existing electronic database with filtering capacity, replacing handwritten indexes with an electronically searchable version using available software.
2. Completed the design and review phase for the electronic storage of documents using the upgraded Questys software.
3. Converted an additional 23,000 pages of aged, fragile documents to digital format for ready access by staff.
4. Completed the computer upgrade to Windows XP, Office XP and Questys 2002, our document imaging system, was completed with the assistance of the Department of Information Technology staff.
5. Completed training of five new employees of the Clerk of the Board's office in response to a 70% staff turnover that occurred last year.

G. OFFICE OF REVENUE COLLECTION: ACCOMPLISHMENTS

1. Collections
 - a. Increased gross recoveries for our clients by 16 percent.
 - b. Began to provide a single monthly statement to debtors showing the total obligation owed and the agreed on payment amount.
2. Staff Development
 - a. Arranged for staff to attend all mandated training (HIPAA).
 - b. Provided training for staff about employee benefits.
3. Audit
 - a. Implemented new procedures for handling debtors who filed bankruptcy.
 - b. Established a process to ensure that cases referred to County Counsel are followed up in a timely manner.
4. Productivity Enhancement Strategies
 - a. Purchased new PCs for all ORC staff.
 - b. Remodeled the cashier cage to increase the size and to provide a secure place for receiving and processing money at the ORC.
 - c. Installed a new phone system, which will enhance customer service, increase productivity and allow the use of a predictive dialer to increase the number of clients contacted per day.

H. RISK MANAGEMENT: ACCOMPLISHMENTS

1. Efforts to limit and reduce County liability
 - a. Reduced the pending case inventory by 78% over the past year.
 - b. Closed 96% of the claims received in the past year. The unit received 318 claims and closed 306.
 - c. Closed without settlement 356 or 71% of claims, which includes carryover from the previous year-end claims inventory.
 - d. Assisted outside counsel and County Counsel in obtaining 11 lawsuit dismissals.
 - e. Assisted County departments with regard to Small Claims Court actions and obtained defense verdicts on all cases over the past year.

- f. Recovered \$250,773 through subrogation efforts, which is a \$156,392 increase over the prior year.
 - g. Developed and published the liability claims manual that was distributed to all department safety coordinators.
- 2. Efforts to mitigate and reduce the County's exposure to losses
 - a. Conducted loss data presentations to management and assessed program needs for several high hazard departments: the Fire District, Health Services, the Office of the Sheriff, and Public Works.
 - b. Provided training for over 40 County Department representatives on loss control issues. Topics included:
 - 1) Current Risk Management and Workers' Compensation industry trends;
 - 2) Overall program and training review;
 - 3) Earthquake Preparedness; and
 - 4) Emergency Action Plan.
 - c. Implemented successful Injury and Illness Prevention Programs (IIPP) in two County Departments (contracted): DOIT and Animal Services.
 - d. Improved the Countywide building asbestos notification program by partnering with General Services-Lease Management for current building information.

- e. Created quality loss control programs and training. Also provided technical research and regulatory interpretation. 2002 topics included:

Topic	Program	Training	Research
Asbestos Awareness	x	x	x
Chemical Hygiene Plan	x		
Confined Space Awareness	x	x	
Construction Safety Orders			x
Contractor Safety Program	x		
DOT Drug and Alcohol Testing Program		x	x
Ergonomics		x	x
Hazard Communication	x	x	x
Hazardous Energy (Lockout/Tagout)	x	x	
Hazardous Waste	x	x	x
Hearing Conservation	x	x	
Heat Stress		x	
Indoor Air Quality and Mold			x
Injury and Illness Prevention Program	x	x	x
Lead Awareness	x	x	x
Personal Protective Equipment			x
Respiratory Protection	x	x	x
Slips, Trips, and Falls		x	x
Snake Bites		x	
Stormwater Monitoring	x	x	
Stormwater Pollution and Prevention Plan	x	x	

- f. Provided assistance to County Departments during the investigation of Cal/OSHA Inspections and Complaints.

Calendar Year	Abatement Letters	Site Inspections	Citations
2002	2	1	0
2001	2	3	2
2000	2	3	3

- g. Conducted Facility Hazard Assessments and Job Hazard Assessments for County Departments, as requested.
- h. Provided individual ergonomic assessments to County employees, as requested.
- i. Created online web-based training units for Ergonomics and the Injury and Illness Prevention Program at the beginning of an online training series.
3. Efforts to reduce the incidence of job-related injuries and to contain associated costs
- a. Established proper reserves on each claim filed, which is critical to the fiscal integrity of the County's workers' compensation trust fund.

- b. Reduced claim inventory due to efforts to slow the growth of open inventory that was put into place in fiscal year 2001/2002. The Workers' Compensation Unit opened 1,449 claims and closed 1,733.
- c. Provided department training on disability in the Workers' Compensation/ADA areas presented by the Assistant Risk Manager, the County's rehabilitation coordinator and the ADA coordinator for the following departments: Health Services, Community Services, Office of the Assessor, Probation, Office of Revenue Collection, and Fire (new recruits).
- d. Developed effective cost containment programs, understanding the significant growth in medical and indemnity costs (with the passage of AB749, the disability benefit package). The Workers' Compensation Unit established programs with medical diagnostic testing providers, physical therapy, durable medical equipment, and most recently with pharmacies.

I. THE TRAINING INSTITUTE (CCTI): ACCOMPLISHMENTS

- 1. Conducted 128 public training programs for 3,071 managers, supervisors, and line staff from all County departments and 22 cities and special districts.
- 2. Initiated a new SQL database Learning Management System for classroom and online learning programs.
- 3. Initiated a partnership with New Horizons Learning Systems to provide departments with access to clerical/administrative online skill development programs necessary to meet staff professional development training needs.

4. Initiated a new web-based training site for all County employees. This includes a web-based training program design consulting service for County departments.

Fiscal Year 2002-03 Programs	No. of Sessions	No. People Signed up	No. People Completed
Delegating For Results	4	52	47
Dealing with Negativity in the Workplace	3	55	49
Essential Facilitation	0	0	0
Facilitative Leadership	4	56	52
Job Performance Counseling	2	26	22
Leadership for Results + The Managerial Assessment of Proficiency	16	336	320
Preventing Discrimination & Sexual Harassment In The Workplace	13	324	298
Achieving Legendary Customer Service	5	216	204
Communicating with Confidence	3	86	73
Coping with Difficult People	6	172	160
Elements of Supervision	12	87	45
Financial Strategies for Successful Retirement	16	310	256
Five Years & Counting: The Pre Retirement Seminar	6	221	185
New Employee Welcome	4	577	322
Resolving Conflict with Others	3	86	74
Sexual Harassment and Other Forms of Discrimination	45	1003	905
Interpersonal Communications	1	16	16
Work Group Intervention	5	10	10
Dealing With Anger & Violence In The Workplace	2	94	88

IV. DEPARTMENT CHALLENGES

A. ADMINISTRATIVE SERVICES: INTERNAL CHALLENGES

1. Overcome the loss of institutional knowledge due to the retirements, promotions, and transfers of senior staff and analysts.
2. Maintain efficiency by upgrading computer hardware and software, replacing antiquated servers, outmoded operating systems and aging computers.
3. Maintain and/or increase revenues to offset increased costs.
4. Continue to research alternatives and solutions to storage of voluminous files, including the implementation of a disk imaging and retrieval system.
5. Maintain innovation and change initiatives in difficult budget years.

6. Enhance departmental performance through a budget/performance strategy.
7. Expand long-term facilities planning for about \$200 million in unmet facility needs.
8. Support and facilitate organizational transition within County departments driven by federal and state policy, regulatory and/or financing changes.
9. Revise the Outreach and SBE programs to meet requirements more effectively and efficiently.
10. Provide problem solving and performance audit services to departments in need.
11. Provide constant and sustained communication infrastructure for departments and agencies involved in code compliance.

B. ADMINISTRATIVE SERVICES: EXTERNAL CHALLENGES

1. Protect County interests in the legislative process.
2. Collaborate with other public agencies to resolve issues of mutual concern.
3. Seek community support for programs to assist children and families.
4. Find replacement funding sources for After School programs initially funded with TANF (temporary aid to needy families) incentive funds.
5. Maintain support from the business community for the County's Small Business Enterprise, Outreach, and Disadvantaged Business Enterprise programs.
6. Develop new regional relationships that support Countywide services such as fire, library and economic development.
7. Negotiate annexation and redevelopment financial agreements with cities that protect County revenues.
8. Maintain County presence and influence through City/County relations including Public Managers' Association and the Shaping Our Future Project.

9. Monitor pressure from outside the County and recognize the symptoms of a problem before an organizational crisis occurs. Organize multi-department responses.
10. Increase public awareness of the value and importance of County services.
11. Research alternative programs for better response and quicker resolution of code compliance violations.
12. Preserve funding sources for litter removal programs.

C. FISCAL AND BUDGET: CHALLENGES

1. Maintain fiscal integrity and balance the 2003-2004 County budget.
2. Implement reductions required by state and federal revenue losses.
3. Maintain high credit ratings to keep borrowing costs low.
4. Expand effective loss control.
5. Protect and maintain vital public services that are provided through automated systems.

D. CAPITAL FACILITIES AND DEBT MANAGEMENT: CHALLENGES

1. Develop a financial plan for managing anticipated increases in the County's unfunded pension liability.
2. Initiate a strategic energy conservation plan for County facilities to improve energy efficiency and cut energy costs.
3. Work in partnership with the City of Richmond to implement redevelopment plans in areas near the Richmond Health Center.
4. Work in partnership with the City of Martinez to plan County facilities that assist in the revitalization of the downtown area.
5. Develop financial plans for several capital projects, including the Sheriff's emergency command center, a new administrative office for the District Attorney and additional office space for the Public Works department.

E. CCTV/CABLE TV PUBLIC INFORMATION: CHALLENGES

1. Complete negotiations with Comcast to renew franchises and secure PEG and Institutional Network monies.

2. Find a new facility for CCTV to meet the needs of increasing service demands.
3. Increase bandwidth to enable webcasting of Board of Supervisors' meetings and streaming video.
4. Increase revenue in order to provide the same level of local quality government programming.
5. Motivate departments to include revenue for CCTV in marketing and public outreach aspects of outside grants (CCTV can offer a significant in-kind contribution in terms of air time and equipment use).
6. Position CCTV to take advantage of new technologies for Web-streaming and Video On Demand.

F. CLERK OF THE BOARD: CHALLENGES

1. Cross-train all staff to cover each other in order to continue to provide excellent service in an efficient manner.
2. Identify ways to research and produce very old documents in a timely manner while requiring less staff research time.
3. Design and maintain a cross-indexing system to track the location, in both physical and digital storage, of documents received by the office and those processed by this office.
4. Regroup and collate all pre-1995 documents stored under subject file format into date-oriented style in order to add these documents to the digital database.
5. Reproduce documents in secure digital format for electronic distribution for County staff.
6. Coordinate efforts among the Assessor's Office, County Counsel and the Clerk of the Board to prepare for the pending assessment appeal of Equilon/Shell.

G. RISK MANAGEMENT: CHALLENGES

1. Implement injury prevention and ergonomic program to reduce the frequency of job-related injuries.
2. Implement an occupational medical program staffed by occupational medical professionals dedicated to the treatment of industrially injured employees.

H. THE TRAINING INSTITUTE (CCTI): CHALLENGES

1. Build County internal training capacity to support management and increase employee competency.
2. Continue with one staff member who maintains approximately 65% revenue offset of expenditures generated from fee-for-services.
3. Build on the Countywide capacity for quality and focused web-based training programs at no additional cost to the County.
4. Expand the variety and improve the quality of training programs that meet County departments' needs for leadership, supervision, and professional development within revenue constraints.
5. Expand the number of partnerships with Departments that wish to develop their capacity to produce Web-based training programs for their internal use at no additional cost to the County.

V. PERFORMANCE INDICATORS

A. ADMINISTRATIVE SERVICES

Objective 1: To increase organizational efficiency and effectiveness and foster intergovernmental cooperation.

Indicator: Number of major department interventions by CAO staff.

DEPARTMENTS OR AGENCIES	RESULT
Provided computer assistance to ten smallest departments	Resolved computer system issues
Facilitated discussion with cities and communities regarding East County fire services consolidation	Prepared five-year financial outlook for EDFPD and OFD; managed consolidation of three East County fire districts
Negotiated major annexation agreement in City of Concord	Protected County from funding loss for commercial and industrial properties in North Concord
Negotiated master service agreement in Oakley	Detailed costs for fair provision of services
Conducted budget workshops for departmental budget offices	Instituted procedural changes in budget, purchasing and budget document preparation
Helped Human Resources with labor negotiations	Helped develop costs pertaining to long- and short-term strategies
Led task force on Standard Form Contracts	Published County Guide to Contracts Administration
Conducted a study of overhead charges of GSD Architectural Division	Revised charging model
Sponsored results accountability seminars	Improved results accountability
Provided guidance in energy management policy implementation	Reduced energy consumption and Countywide costs
Established an Ad Hoc Committee to review the County's Purchasing and Professional/Personal Services SBE and Outreach programs	Recommendation report sent to the County Administrator
14 groups requested and received task facilitation	Fewer barriers to completion, greater agreement on the completed project.
Led task force on HIPAA compliance	County designated as hybrid entity, covered functions identified, responsibility for implementation assigned to Health Services Dept.
Conducted a study on models for civic participation in County airports	Provided a report and recommendations on a new model for civic participation in airport issues to Board subcommittees

Outcome: Many of the County Administrator's office functions are individual actions and cannot be quantified in the same way as repetitive actions, but they form a pattern of success and efficiency in resolving problems and improving operations.

Objective 2: To expand the County's service capacity through volunteers.

Indicator: Increase in the number of volunteers recruited.

CAO: Performance Indicators VOLUNTEER HOURS

Program	2001-2002	2002-2003	Number Difference	Percent Change
Animal Services	11,029	15,867	4,838	43.87%
Contra Costa Regional Medical Center	19,929	24,306	4,377	21.96%
Friends of the Library	43,628	48,959	5,331	12.22%
Library – Project Second Chance	8,404	9,627	1,223	14.55%
Library Volunteer Program	35,387	38,229	2,842	8.03%
Volunteer in Juvenile Hall	6,140	4,350	1,247	20.31%
CCC Probation		3,037		
Sheriff – Coroner SAVES(Sheriff All-Volunteer Extended Services) RACES (Radio Amateurs Civil Emergency Services Search and Rescue) Search and Rescue Air Squadron Diving Program Amateur Radio Operations Cadets/Explorers	57,324	47,158	10,166	-17.73%
EHSD Volunteer Program Hours	48,401	86,011	37,610	77.71%
SUB-TOTALS:	230,242	277,544	67,634	20.08%

Outcome: Department volunteer recruitment efforts are augmented through the County Administrator's office by providing coordination, referral, and outreach services to departments. Though the total number of volunteers is slightly lower this year, some programs have significant increases. The need for volunteer assistance changes according to program demands.

Objective 3: To continue increasing performance accountability through monitoring and making results available to the public as well as to departments.

Indicator: The number of County performance measures cited by the departments in the County Performance Report.

Result:

	1999	2001	2002	% CHANGE
Indicator Count	199	326	603	300%

Indicator: The percentage of County performance indicators cited by the departments that use ratios, comparisons and benchmark/ standards in the County Performance Report.

Result:

	Counts or dollars	Ratio/ Percentage	Comparison to Benchmark	Cross-County Comparison
2002 Performance Report	34%	21%	10%	5%

This new measure reflects a steady increase in the use of indicators internal to the department over time, and decrease in multi-County comparisons. This is probably because our fifth performance reporting year allows departments to have an adequate database to compare against their own indicators over time.

B. CAPITAL FACILITIES AND DEBT MANAGEMENT: PERFORMANCE INDICATORS

Objective 1: Maintain the fiscal integrity of Contra Costa County

Indicator: The level of critical financial health indicators.

Outcome: In 2002, the County earned long-term debt ratings of A1 (Moody's) and AA- (Standard and Poor's), which are among the highest ratings of any California county; underlying general obligation ratings of Aa and AA; and short-term ratings of MIG 1 and SP 1+, which are the highest short-term ratings possible.

Indicator: Maintain a lower interest rate as an indicator of lender confidence compared to similar counties.

Outcome: In 2001, the County maintained a high measure of lender confidence as measured by the Tax and Revenue Anticipation Notes (TRANs) Ratio. This ratio is defined as the County Interest Rate on the TRANs borrowing divided by the One Year Treasury Rate, with lower ratios indicating better credit. The table below reflects large California county issuers who sold TRANs over the same maturities as Contra Costa County over the past four years:

Debt Rate 2002-2003 TRANS Calendar and Results

Issuer	Sale Type ⁽¹⁾	Structure	Sale Date	Amount (\$000s)	Coupon	Purchase Yield
San Bernardino County, Series A	C	12 month	30-May	25,000	2.50%	1.6763%
San Bernardino County, Series B	C	12 month	30-May	25,000	3.00%	1.6792%
San Bernardino County, Series B	C	12 month	30-May	50,000	3.00%	1.6802%
San Bernardino County, Series B	C	12 month	30-May	70,000	3.00%	1.6802%
Cal Statewide Pool, Series A-1; FSA	N	12 month	4-Jun	270,345	3.00%	1.7000%
Cal Statewide Pool, Series A-2; Riv.	N	12 month	4-Jun	175,000	3.00%	1.7000%
Santa Cruz County	C	12 month	4-Jun	30,000	3.00%	1.6577%
Kern County	C	12 month	5-Jun	75,000	2.50%	1.6780%
San Diego County	N	13 month	5-Jun	153,905	3.00%	1.7500%
Ventura County	N	12 month	5-Jun	105,000	3.00%	1.6600%
Los Angeles County	N	12 month	12-Jun	650,000	3.00%	1.6400%
Sacramento County	N	13 month	14-Jun	285,000	3.00%	1.7000%
Sonoma County	C	12 Months	3-Oct	45,000	2.50%	1.3747%
Contra Costa County*	C	13 Months	3-Oct	55,000	2.50%	1.4023%

*Contra Costa County had the second lowest interest rate in 2002!

Indicator: Goal of 5:1 return on investment in the Grant Revenue Improvement Program (GRIP).

Outcome:

Year	2000-01	2001-02
Return on Investment	9:1	11:1

C. CABLE ADMINISTRATION/CCTV/PUBLIC INFORMATION: PERFORMANCE INDICATORS

Objective: To resolve cable complaints, provide quality local programming to the public, and respond to requests for information.

Performance Indicator	2001	2002	% CHANGE
Number of Grants Issued to Departments	14 to 12 Depts	15 to 12 Depts	Up 9%
Hours of Programming: Live Studio	267	640	Up 58%
Hours of programming: Local Event	564	763	Up 26%
Hours of programming: Satellite	586	1082	Up 46%
Hours of Programming: Educational	1105	1,014	Less than 1%
Hours of Board of Supervisors Meetings	750	900	Up 17%
Technical Services: revenue \$	\$11,700	\$13,500	Up 14%
Technical Service Requests (videotapes)	570	667	Up 15%
Number of New Local Announcements	563	620	Up 9%
Inquiries/ Callers to CountyNet Scheduling	2400	8607/ 3137	Up 23%
Cable Complaints (unincorporated CCC)	173	129	Down 29%
Public Information responses from CountyNet Inquiries	63	60	Less than 1%

Outcome: CCTV and related units have increased nearly all indicators favorably while increasing customer satisfaction.

D. CLERK OF THE BOARD: PERFORMANCE INDICATORS

1. Number of agenda items processed: 5,005

	2000-01	2001-02	2002-03
Timeliness of agendas and summaries	100%	100%	100%
Accuracy of agenda and summaries	99%	99%	99%

2. Requests from County departments for research: 411

3. Copies provided to County departments: 6,085

4. Responses to requests from public for research: 227

5. Copies provided to public: 6,119

6. Assessment appeal applications processed: 1,285, of which 20% are actually scheduled before the Assessment Appeals Board for hearing.

7. Percentage of satisfied counter customers based on ratings from 1 to 5, 5 being the best 100%

E. OFFICE OF REVENUE COLLECTION: PERFORMANCE INDICATORS

Indicators	2000-01	2001-02	2002-03
Parking citations processed (35 Agencies)	70,444	75,500	72,915
Gross revenue collected from parking citations	\$2.1 million	\$2.3 million	\$2.3 million
Earned fees from parking citations	\$211,000	\$200,000	\$221,774
Payment plans established for high cost citations	410	500	250
First level appeals processed	7,090	8,000	8,400
Second level appeals processed	1,026	1,000	1,164
Gross revenues collected from all services	\$7.6 million	\$7.5 million	\$8.9 million
Debtor payment plans established	7,064	4,000	4,000
Annual amount collected per collector	\$340,000	\$325,000	\$341,000
Earned fees and commissions	\$2.4 million	\$2.2 million	\$2.6 million
Telephone calls made to debtors	171,000	215,000	250,000
Collection notices mailed to debtors	202,000	210,000	210,000

F. RISK MANAGER: PERFORMANCE INDICATORS

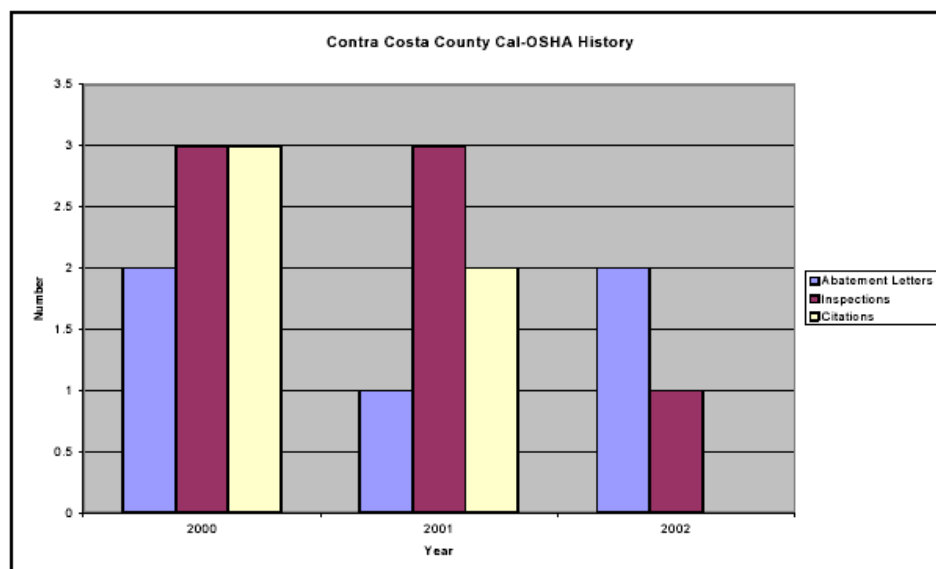
Objective: Improve the quality and effectiveness of division services.

Indicator: Scores averaged on nine categories in Loss Control Coordinator evaluation instrument. Ratings are defined as: 1=unacceptable, 3=satisfactory, and 5=outstanding.

Performance Measures for Risk Management –Loss Control Staff:	Average Score
Is technically knowledgeable.	4.3
Expresses thoughts and ideas in an appropriate and effective manner.	4.4
Conducts meetings in well-organized and professional manner.	4.3
Responds to requests in a timely manner (within 3 business days).	4.2
Conducts effective site visits/investigations and timely follow-up.	4.2
Demonstrates ability to accommodate the needs of your department.	4.2
Delivers quality work products.	4.3
Delivers quality training presentations and materials.	4.4
Communicates effectively with Safety Coordinator and keeps all involved parties informed.	4.1
TOTAL Rating	38.4
Percentage of Total Possible Score (45 highest possible)	85 %

Objective: To respond to community and County risk with appropriate notification and disincentives.

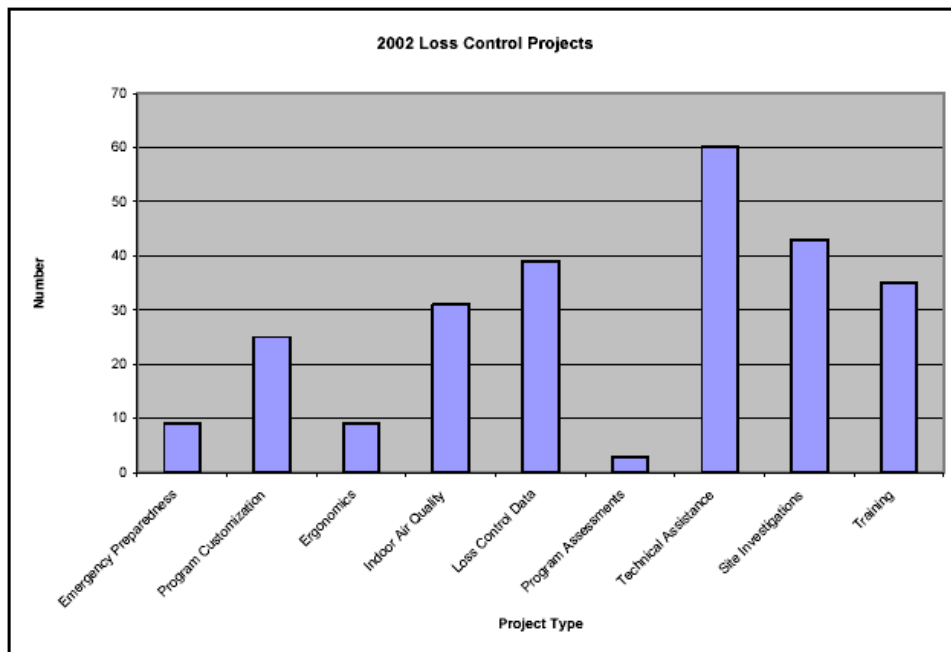
Indicator: The number of abatement letters, inspections conducted, and citations issued.



Objective: To provide a broad range of assistance to requests to educate and reduce County risk.

Indicator: Number of requests for assistance received and responded to (254) in 2002, which have been categorized in the following chart:

DEPARTMENT LOSS CONTROL SERVICE RATINGS– October 2002



Type of Claim		1999-00	2000-01	2001-02
Workers' Compensation	Reported (new)	2,169	2,233	1,175
	Open (previously reported)	2,747	2,773	1,671
	Total claims handled	4,916	5,006	2,846
General and Automobile Liability	Reported (new)	244	317	318
	Open (previously reported)	252	243	309
	Total claims handled	496	560	627
Medical Malpractice Liability	Reported (new)	21	26	32
	Open (previously reported)	30	40	43
	Total claims handled	51	66	55

G. TRAINING INSTITUTE (CCTI): PERFORMANCE INDICATORS

Indicator	2001	2002
Number of training programs conducted:	173	128
Number of participants enrolled in public training programs:	4,357	3,071
Participants who completed public training programs:	3,979	2,669
Average participant evaluations of public training programs (scale 1 to 5 excellent):	4.6	4.5
Number of custom training programs and consulting events:	47	28
Revenue paid by departments and cities for registration fees and consulting services:	\$132,597	\$112,960
Full days of public program training:	84.5	84.5
Full days of consulting:	51	27
Days of pro-bono consulting provided to departments:	20	10

